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Implementation of the recommendations of the Joint Inspection Unit

Report of the Secretary-General

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I. Introduction

1. In its resolution 2924 B (XXVII) of 24 November 1972, the General Assembly requested the Secretary-General to submit to it annually a report on the implementation of the recommendations of the Joint Inspection Unit and, in its resolution 44/184 of 19 December 1989, it specified that such reports should include the recommendations of the Unit and any decisions of the Assembly and other governing bodies. In its decision 50/470 of 23 December 1995 on the biennial programme of work for the Fifth Committee, the Assembly included the item on the Unit in its programme for 1997. The present report is submitted in accordance with the above-mentioned decision, and includes detailed information on the status of implementation of the recommendations contained in six reports of the Joint Inspection Unit. In order to reduce the volume of the present document, the relevant recommendations of the Unit are rendered in a succinct form.

II. Common services at United Nations Headquarters

2. The report of the Joint Inspection Unit entitled "Common Services at United Nations Headquarters" was issued on 20 November 1996 in document A/51/686. Subsequently, the comments by the Secretary-General to that report were issued in document A/51/686/Add.1 dated 5 February 1997. Observations by the Joint Inspection Unit on the comments of the Secretary-General were issued as a response in document A/51/686/Add.2 dated 7 March 1997.

3. In his report dated 14 July 1997 entitled "Renewing the United Nations: a programme for reform" (A/51/950), the Secretary-General established the strengthening of common services as one of his immediate reform initiatives. Following the Secretary-General's announcement, the Under-Secretary-General for Management entrusted the Assistant Secretary-General for Central Support Services with the task of becoming Executive Coordinator and of convening a Task Force on Common Services, consisting of various key departments of the Secretariat, together with the United Nations Development Programme (UNDP), the United Nations Children's Fund (UNICEF), the United Nations Population Fund (UNFPA), the United Nations Office for Project Services (UNOPS), the Office of the United Nations High Commissioner for Refugees (UNHCR) and the World Food Programme (WFP). The Task Force established 11 technical working groups: in legal services; archives and records management; facilities management; financial services; the Integrated Management Information System (IMIS); information technology and telecommunication; printing services; personnel services; procurement services; travel and transport; and security and safety.

4. The Secretary-General submitted a report to the General Assembly on the progress of the common services initiative (A/55/461). The report was reviewed by the Advisory Committee on Administrative and Budgetary Questions, which made specific recommendations on common services (A/55/7/Add.1, paras. 24-29). On the recommendation of the Fifth Committee, the General Assembly adopted decision 55/469 of 12 April 2001, in which it endorsed the observations and recommendations of the Advisory Committee on Administrative and Budgetary Questions and requested the Secretary-General to report to the General Assembly at its fifty-seventh session on the progress made and decisions taken on the future of the Task Force on Common Services, bearing in mind the observations and recommendations of the Advisory Committee.

5. ***Recommendation 1.*** **The General Assembly should provide policy guidance on the question of common services at Headquarters by endorsing the new framework for common services proposed in chapter IV of the report and requiring the organizations concerned to pool progressively most of their non-statutory or non-core functions under common service arrangements within a five-year period, and to include on its agenda a regular item on common services and require the Secretary-General to report every two years in the context of his programme budget proposals on progress being made in this area. The Executive Boards of the funds and programmes should similarly require their respective secretariats to report every two years on progress being made in the strengthening of common services at Headquarters and in field locations.**

6. In response to the above recommendation, the Secretary-General commented that he found merit in the ideas advanced by the Inspectors, but that for the reasons explained (in paras. 26-30 of his report) it may

have been premature to endorse the new framework for common services. The feasibility of such a framework and the time frame for its implementation would require a much more detailed, in-depth analysis of its organizational, financial and technical aspects. However, he concurred with recommendation 1, paragraph (b), concerning reporting on progress made in the area of common services.

7. Reference is made to the report of the Secretary-General to the General Assembly on common services (A/55/461) of 9 October 2000, which provides particulars on the development of the common services initiative through the creation of a Common Services Task Force, the development of a strategy paper (which is annexed to A/55/461) and the establishment of technical inter-agency working groups, chaired by the various participating organizations, to function as the implementing arms of the common services initiative. The report specifically outlines the achievements as well as the constraints encountered during the past three years of implementation.

8. The development of the present Headquarters common services initiative in the past three years is in close accordance with the proposed framework stipulated in chapter IV of the report of the Joint Inspection Unit contained in document A/51/686. Major advancements have been made particularly in the development of common services facilities (IMIS, "back-office" Treasury, Archive/Research Centre), the harmonization of regulations and rules (personnel, procurement) and joint inter-agency outsourcing contracts (travel, office supplies). There now prevails a common services "working culture", wherein frequent inter-agency referral and coordination serves as an important function of operational support services.

9. In line with the proposed Joint Inspection Unit framework, the Headquarters common services initiative has begun to expand its work globally through close working relationships with the regional commissions and the United Nations offices away from Headquarters. Common services inter-agency management committees with working groups now exist and operate in Bangkok, Geneva, Nairobi and Tokyo. The Executive Coordinator's office has established a formal working link with the Sub-Group on Common Premises and Services of the United Nations Development Group, which oversees common services developments in country offices. In addition, two of the previous Headquarters working groups have recently evolved into global networking groups under the areas of security services (Inter-Agency Security Networking Group) and facilities management (Inter-Agency Network of Facilities Managers). These global networks include key representation from the United Nations specialized agencies and the Bretton Woods institutions.

10. As indicated in the report of the Secretary-General on common services (A/55/461), the second report of the Advisory Committee on Administrative and Budgetary Questions on the review and assessment of the asbestos problem at the United Nations (A/55/7/Add.1) and the report of the Fifth Committee on the programme budget for the biennium 2000-2001 (A/55/713/Add.1), a report by the Secretary-General to the General Assembly at its fifty-seventh session will be submitted pertaining to the ongoing progress of the common services reform initiative.

11. ***Recommendation 2.*** **Further to recommendation 1 (a) above, the Secretary-General and the executive heads of the programmes and funds should adopt together the necessary measures to formulate and agree on a plan of action for the progressive implementation of common services at Headquarters, taking into account the objectives, guidelines and other proposals contained in chapter IV. The implementation plan should include the following, among other things:**

(a) List of services to be shared by all Headquarters organizations, on the one hand, and cluster of services to be shared only by the programmes and funds, on the other;

(b) Measures for upgrading the quality and efficiency of existing common services incorporating, as appropriate, the general principles set forth in chapter IV, with special emphasis on the need for cost-benefit analysis, effective user-management committees, transparent and equitable cost-sharing formulas, and other innovative modalities for providing and managing common services, including outsourcing under a common policy and contract;

(c) Annual progress milestones to guide the development of new common services in the two major clusters proposed above;

(d) Establishment of interdependent linkages between common services at Headquarters and in other duty stations, especially field locations;

(e) Further standardization of operational policies, administrative rules and procedures and technical specifications in each area of common services;

(f) Methodology for joint monitoring and evaluation of the efficiency, cost-benefits and user satisfaction with common services.

12. In his report (A/51/686/Add.1), the Secretary-General agreed with the thrust of the recommendation. The common services operating in Headquarters cover a number of services rendered to UNDP, UNFPA, UNICEF and UNOPS. Those services are reimbursed on the basis of an agreed formula, the rate of which is applied to the cost of the service in question. In 1997, the Secretariat undertook steps to formalize the legal, financial and methodological aspects of the common services at Headquarters and relating reimbursement procedures and formulas with the relevant funds and programmes. Following extensive and complex consultations over the past four years, the agreement was finalized in 2001 and approved by all the parties. The cornerstone of the agreement is General Assembly resolution 35/217 of 17 December 1980, which established basic financial principles of reimbursement for services rendered. The agreement covers all 21 specific services currently in operation in Headquarters. By mutual understanding between the parties to the agreement, its provisions are also being applied to billing for the services rendered in the bienniums 1998-1999 and 2000-2001.

13. From a legal standpoint, the agreement recognizes the principle of reciprocity and mutual responsibility of the parties to the agreement. It is based on the understanding that a common service is limited to services extended only to the secretariats of the United Nations funds and programmes, while the services provided to the Executive Boards of UNDP and UNICEF are considered a responsibility for servicing of the subsidiary organs of the Economic and Social Council.

14. In terms of methodology, the share of each organization in costs of the common services is determined by the application of workload indicators developed and agreed jointly on each individual common service with due regard for ease of application and verification. These indicators apply to the cost estimates of a specific service contained in the proposed programme budget for a given biennium for the regular budget and extrabudgetary components of those costs. In cases when not all activities or functions of the service unit are applicable to the service provided to each organization, a percentage distribution of the costs is made based on ratio of the workload involved. Finally, the methodology provides for reimbursement of direct managerial supervision costs of the organizational level immediately above that of the service unit. The appropriate share of the managerial overhead is determined on the basis of a total service unit staff to total staff supervised by posts in question.

15. The implementation of the agreement is monitored through the mechanism of periodic meetings between the Secretariat and secretariats of funds and programmes during which the methodology application, including composition of the workload statistics, as well as application of specific articles of the agreement is discussed with a view of improving its functioning.

16. The measures to consolidate further and upgrade the quality and efficiency of common services at Headquarters will be considered with due regard to observations and proposals made by the Inspectors. As indicated in the response to recommendation 1 above however, the present common services initiative and its activities are generally in line with the above-itemized Joint Inspection Unit recommendations.

17. ***Recommendation 3.*** **Considering that some common services managed by United Nations Headquarters have broad system-wide responsibilities, including particularly the fostering of integration and operational efficiencies within the Secretariat and the common system as a whole, the special role of these services should be enhanced and properly established within the Secretariat to ensure, inter alia that:**

(a) Their budgetary and staff resources are fully commensurate at all times with their common system and responsibilities;

(b) They are self-supporting to the extent possible through a more rational system of cost allocation to all users (except policy organs) who could have for this purpose common service budget lines and accounts;

(c) They have the authority and autonomy to manage their budgetary and staff resources efficiently under the primary responsibility of duly empowered user-management committees representing all user entities.

18. The Secretary-General took note of the recommendation in his comments contained in document A/51/686/Add.1. Since then, however, considerable progress was made over the last three and one-half years, as a result of the active participation and commitment of the concerned organizations. Major accomplishments are evident in procurement, travel and transport services, human resources and IMIS. The Task Force has decided to establish a two-year project for a Common Services Support Unit to be attached to the Executive Coordinator, to be jointly financed by the Secretariat (40 per cent) and UNDP, UNICEF, UNFPA and UNOPS (together 60 per cent).

III. Challenge of outsourcing for the United Nations system

19. A report of the Joint Inspection Unit entitled "The challenge of outsourcing for the United Nations system" (see A/52/338) and the comments of the Administrative Committee on Coordination thereon (A/52/338/Add.1) were submitted to the General Assembly during its fifty-second session.

20. ***Recommendation 1.*** **The legislative organs of each participating organization should request their Executive Heads to prepare, for approval at the appropriate level, before their next session, a policy statement committing their organizations to the use of the challenge of outsourcing as a means for achieving improved cost-effectiveness. This policy statement would include, inter alia:**

(a) The criteria for determining what current and planned non-core activities should be considered for outsourcing;

(b) Measures to assure that outsourcing will not compromise the international character and mandate of the organization.

21. In its report (A/53/942), the Advisory Committee on Administrative and Budgetary Questions did not support the concept of core and non-core activities as a basis for selecting candidates for outsourcing. The Advisory Committee further opined that the decision as to whether or not a function should be contracted out should be made on a case-by-case basis by the programme manager, and recognized that each organization should be free to develop an outsourcing policy appropriate to its own circumstances. The Secretary-General shares these views and the General Assembly, in its resolution 55/232 of 23 December 2000, endorsed the criteria for outsourcing proposed by the Secretariat.

22. ***Recommendation 2.*** **The Executive Heads of participating organizations should prepare, for approval at the appropriate level, administrative rules and/or procedures for implementation of the planned policy on the use of the challenge of outsourcing for their organizations that would, inter alia:**

(a) Guide implementation of the criteria approved for determining whether or not an activity or service should be outsourced;

(b) Assure that organizations maintain appropriate control and management over outsourced activities;

(c) Improve cost-accounting methodologies in order to provide a better basis for deciding on the merits of outsourcing in each instance.

23. The report of the Secretary-General (A/55/301) and General Assembly resolution 55/232 on outsourcing practices have been circulated to all departments and offices away from Headquarters with the request that the provisions contained therein be complied with. A copy of that communication was also shared with the secretariat of the Administrative Committee on Coordination.

24. ***Recommendation 3.*** **The executive heads of participating organizations should prepare, for approval at the appropriate level, changes in the structure and/or operating procedures of their secretariats to facilitate and encourage the best use of the challenge of outsourcing, including the possible designation of an official to serve as "facilitator" for this purpose.**

25. For reasons of budgetary constraints facing the organizations and competition for scarce resources, it was not considered appropriate to appoint specific outsourcing "facilitators". The Advisory Committee agreed with the views expressed by the Secretary-General and the Administrative Committee on

Coordination in document A/52/338/Add.1 in that regard. As such, the recommendation has not been implemented. While each organization should decide on the optimum use of available managerial resources, including the extent to which special attention may be given to increasing outsourcing, appropriate attention has been given in exploring possibilities for joint and coordinated action among the various United Nations organizations.

26. ***Recommendation 4.*** **The Executive Heads of participating organizations should assure that information on the use of outsourcing is comprehensive and transparent in the regular programme budget submissions and performance reports for their organizations.**

27. The Secretariat's budget clearly reflects outsourced activities. A report on outsourcing will be prepared by the Secretariat for submission to the General Assembly at its fifty-seventh session, as requested in resolution 55/232.

28. ***Recommendation 5.*** **The Executive Heads of participating organizations should make every effort to avoid a negative impact on staff affected by decisions to outsource specific activities or services and, for when negative impact is unavoidable, prepare, for approval at the appropriate level, measures to assure appropriate protection for affected staff members.**

29. Avoidance of negative impact on staff is an established goal in the Secretariat's guidelines on outsourcing as contained in the report of the Secretary-General on outsourcing practices (A/53/818).

30. ***Recommendation 6.*** **The General Assembly should request the Administrative Committee on Coordination, making use of its existing machinery (i.e. the Consultative Committee on Administrative Questions (FB)), to:**

(a) Develop a system-wide definition of outsourcing;

(b) Encourage increased sharing among United Nations system organizations of experiences in the use of outsourcing;

(c) Explore possibilities for joint and coordinated actions with regard to the use of outsourcing in order to gain the advantages of economies of scale and increased bargaining power.

31. The General Assembly has not accepted recommendation 6 (a). The Executive Coordinator for Common Services shares outsourcing experiences with organizations within the United Nations system in various forums such as the Inter-agency Procurement Working Group and the Overseas Property Management Information Exchange Network. Within the common services efforts, joint outsourcing contracts are in place in New York for travel services and the provision of office supplies.

32. ***Recommendation 7.*** **Legislative organs of participating organizations should decide to review and evaluate the implementation of the approved policy on outsourcing three years after it has been initiated and, for this purpose, request Executive Heads to submit a report on the implementation of the approved outsourcing policy which would indicate, inter alia, savings and/or benefits achieved, special problems encountered, solutions attempted and proposals for appropriate improvements.**

33. A report on outsoufcing will be prepared by the Secretariat for submission to the General Assembly at its fifty-seventh session, as requested in resolution 55/232.

IV. United Nations University: enhancing its relevance and effectiveness

34. A report of the Joint Inspection Unit, entitled "United Nations University: enhancing its relevance and effectiveness" (see A/53/392), was submitted to the General Assembly during its fifty-third session, together with the comments of the Secretary-General thereon (A/53/392/Add.1), for the purpose of seeking to enhance the relevance and improve the effectiveness of the United Nations University (UNU), which was established in 1973 by the General Assembly.

35. The Joint Inspection Unit report on UNU was one of the external evaluations undertaken in 1998 along with the 20-year evaluation of the University by a group of academic peers appointed by the UNU Council. The Office of Internal Oversight Services of the Secretariat also undertook a review of the UNU Centre in Tokyo in September 1998. The reports from those evaluations were presented to the UNU Council at its forty-fifth session in December 1998. The

Council accepted the recommendations of the JIU that were in line with the comments of the Secretary-General and the Director-General of UNESCO, as accepted by the Rector. Many of the recommendations contained in the three separate reviews were similar in content and were incorporated into the UNU Strategic Plan 2000, which was approved by the Council at its forty-sixth session in December 1999.

36. ***Recommendation 1.*** **The Rector/Council of the United Nations University should report, through the Secretary-General of the United Nations, to the General Assembly on specific actions taken to implement the directives of the General Assembly, as part of the periodic reports on the work of the University.**

37. In line with the recommendation, the Rector has, in his presentations to the Second Committee of the General Assembly and to the UNESCO Executive Board, reported on the specific actions taken to implement the recommendations emanating from their deliberations on the work of UNU. The Rector will continue to provide such reports to these bodies.

38. ***Recommendation 2.*** **The Executive Board of UNESCO may wish to encourage enhanced programmatic collaboration between UNU and UNESCO, by way of joint programming and implementation of activities of mutual interest, including more systematic sharing of programme and institutional networks, in particular within the existing framework of UNITWIN (University Twinning)/UNESCO Chairs Programme.**

39. Although this recommendation is to be considered by the UNESCO Executive Board, specific efforts have and continue to be made to strengthen the UNU-UNESCO partnership. Within the framework of UNITWIN/UNESCO Chairs Programme, six UNESCO-UNU Chairs have so far been established in areas of mutual interest and concern in several parts of the world. They include the Chair in Plant Technology at Beijing University; the Mobile Chair in University History and Future at the University of Palermo in Argentina; the Chair on Global Economics and Sustainable Development in cooperation with the Colégio do Brasil; the Chair on the Concept and Practice of Zero Emissions in Africa at the University of Namibia; the Chair in Leadership Studies at the UNU/International Leadership Academy (ILA); and the Mediterranean Network on Water Resources, Sustainable Development and Peace at the University of Nice-Sophia Antipolis. In addition, UNU agreed to participate in and is working towards the establishment of a UNESCO Chair on Desertification at the University of Khartoum.

40. Another key area of cooperation is the follow-up to the World Conference on Higher Education. As a first step, UNU worked actively with UNESCO to establish the Global University Innovation Network at the Polytechnic University of Catalonia in Spain. The Network involves UNESCO Chair holders to contribute to the implementation of the Conference recommendations. The United Nations University is also working closely with UNESCO to set up regional networks to be connected to the global network in Latin America, Africa and the Asia-Pacific region.

41. UNESCO and UNU hold meetings on occasion at the executive level to look into specific opportunities of cooperation in other areas of common concern. Such an exchange of information and views was organized most recently on the occasion of the UNU Conference of Directors of research and training centres and programmes held at UNESCO headquarters in March 2000. Areas of existing or potential cooperation include the follow-up to the World Conference on Science; the follow-up to the Second World Water Forum, which concerns, among others, UNU cooperation with UNESCO and other United Nations agencies in the publication of a new series entitled "World Water Development Report"; the joint organization of an International Conference on the Dialogue among Civilizations (Tokyo, 31 July-1 August 2001; and 2-3 August 2001 in Kyoto, Japan) to mark and contribute to the International Year. A memorandum of understanding between the two institutions is being prepared which, it is hoped, will facilitate and promote joint efforts of the two institutions in numerous fields of mutual interest and relevance.

42. ***Recommendation 3.***

(a) Without prejudice to the academic autonomy of UNU and the intellectual independence and integrity required of UNU Council members, Council composition should be reviewed to reflect more fully the diversity of its major stakeholders and partners, which include the academic community, Governments, United Nations system organizations and the private sector;

(b) At the same time, to ensure a leaner and more cost-effective Council, the possibility should be considered of reducing its current membership, coupled with the consolidation of the Council's sessional main committees into two (basically programme and budget committees), and the latter could be assisted by a small advisory group open to interested government representatives and other stakeholders of the University; boards of the UNU research and training centres and programmes (RTC/Ps) should help ensure coherent and cost-effective programme activities by the respective RTC/Ps along the general policies formulated by the Council. However, the size of the boards should be kept to a minimum and an option of biennial board meetings could be considered to further reduce institutional costs.

43. At it forty-fifth session in December 1998, the UNU Council noted that the comments made by the Secretary-General on the report indicated that it would be possible to address the concerns contained within recommendation 3 (a) within the framework of the UNU Charter and existing structures and procedures and through a better structured framework for cooperation and consultation between UNU and its various constituencies. The Secretary-General's comments indicate that the issue will be kept under continuing review and should be studied further by the management of UNU and senior colleagues in UNESCO.

44. The organization of the main committees of the UNU Council is the prerogative of the Council itself and is discussed in the Bureau, the organizing committee for the Council. The suggested advisory group connected with budget matters was not supported in the Secretary-General's comments. A separate meeting of UNU host Governments is regularly held just after the annual Council meeting and is chaired by the Chairperson of the UNU Council. The meeting serves to inform host countries of the deliberations and decisions of the Council.

45. The number of members on the Boards of the UNU research and training centres and programmes (RTC/Ps) is being kept to a minimum. However, one of the important roles of the Boards is to ensure coherent and cost-effective programme activities at each RTC/P, and this function can only be exercised when the Boards meet at least once annually. To the extent possible, RTC/P Board meetings are being organized in conjunction with academic meetings to reduce overall costs to the RTC/Ps.

46. ***Recommendation 4.*** **As part of the measures necessary to revitalize and redefine the role of the University Centre:**

(a) The University Centre, while taking the lead in strategic planning processes, should refocus its own research functions mainly on "synthesis" or interdisciplinary and global integration of research findings emanating from within and outside the University;

(b) The University Centre should exercise more effective managerial oversight over the personnel, administrative, budgetary and financial matters within the UNU system as a whole, on the basis of transparent policies;

(d) Furthermore, the University Centre, assisted by RTC/Ps, should aim to serve as a think tank for the United Nations system through closer functional cooperation with the relevant United Nations system organizations.

47. The UNU Centre has taken the lead in strategic planning processes over the past few years. Research within the UNU Centre Programmes on Peace and Governance and Environment and Sustainable Development make an important contribution to the overall coherence of the UNU academic programme. The role of the UNU Centre goes beyond a synthesis and integration role; the Centre also coordinates and carries out high-quality research in areas not covered by the research and training centres and programmes.

48. The UNU Centre has made important steps forward in developing university-wide policies related to personnel and administrative matters. Specific areas of attention during 2000 have been on personnel policy, information and communication technology, financial management, and building management. A new finance and accounting system has been installed at the Centre and at several RTC/Ps. The system is basically sound and now requires some refinement and the addition of a project management module. In October 2000, the Rector decided to merge the information technology units at the UNU Centre and the Institute of Advanced Studies (UNU/IAS) and to combine the information technology systems in Tokyo into a unified campus network. Additional attention is being given in 2001 to further strengthening the UNU's information

technology infrastructure and enhancing the effectiveness of a newly established Conference Services Unit within the UNU Centre in Tokyo. Progress is made in developing some basic elements and guidelines to be included in a UNU personnel policy since 2000 in such areas as the duration of appointments, flexitime and staff training.

49. An outline for a UNU personnel policy was submitted to the Council at its forty-seventh session in November 2000, based on which an initial draft of a UNU personnel policy will be prepared for presentation to the forty-eighth Council session in December 2001. To make such practices more transparent, manuals for personnel and administrative and financial practices are in preparation since 2000. Additional attention will be given in the medium-term period to streamlining financial and administrative practices.

50. In line with United Nations administrative rules and procedures, and for the sake of developing its own rules and policy to suit the institutional characteristics, UNU has in recent years increased its contact with the Department of Management of the United Nations Secretariat, as well as its participation in the Administrative Committee on Coordination subcommittees in charge of administrative and personnel questions.

51. *Recommendation 5.*

(a) The UNU Council and the Rector should take fuller advantage of the physical proximity of the UNU/IAS to the University Centre by ensuring enhanced collaboration and coordination between the two institutions in administrative and programme areas;

(b) The capacities of RTC/Ps in the developing countries should be built progressively to the level of those of RTC/Ps in the developed countries;

(c) Pending mobilization of additional resources, consideration should be given to establishing the Biotechnology Programme for Latin America and the Caribbean, Venezuela (UNU/BIOLAC) as a fully fledged RTC so that UNU may have at least one such centre on each continent;

(d) Subject to the above (subpara. (c)), less emphasis should be placed, for the time being, on the establishment or incorporation of new RTC/Ps in favour of an expanded and active network of associated institutions.

52. Efforts are being made to enhance cooperation and coordination between the UNU Centre and UNU/IAS in both administrative and programmatic areas. Coordination is particularly focused within the Environment and Sustainable Development programme area, and in bringing together the UNU Centre and UNU/IAS information and communication technology platform into a unified system for the Tokyo Complex, as mentioned above under recommendation 4. Specific research cooperation between the UNU Centre and UNU/IAS is focused on projects related to the "Virtual University" initiative, inter-linkages between the multilateral environmental agreements, and the Zero Emissions Forum. In addition, the Director of UNU/IAS is a member of the Senior Officers Meetings at the UNU Centre to ensure effective ongoing coordination between the UNU Centre and UNU/IAS.

53. Specific attention has been given to strengthening the financial base of the Institute for Natural Resources (UNU/INRA) in line with the decisions of the Council. An up-front transfer of US$ 1 million in the bienniums 1998-1999 and 2000-2001 has made it possible for the Director of UNU/INRA to recruit new academic staff and to begin to develop projects which could be used to mobilize additional support from external sources. Fund-raising efforts for UNU/INRA have been heightened by the Rector, followed up by the Director of UNU/INRA, through their meetings with officials of the World Bank and the United States Agency for International Development. The Rector's visit with the President of Ghana resulted in a payment of US$ 200,000 from Ghana for UNU/INRA in November 1999.

54. In the case of UNU/BIOLAC, efforts are under way to redirect the activities of the Programme towards issues of bio-safety and bio-informatics and to increase the efficiency and outreach of the Programme's existing fellowship programme. In the medium-term period, additional efforts are under way to strengthen the links of UNU/BIOLAC with existing networks in Latin America, as well as with international networks. In February 2001, the Rector met with the President of Venezuela and with the Minister of Science and Technology during an official visit to Venezuela and discussed with them the UNU/BIOLAC programme and the University's hope that Venezuela would soon complete the payment of the remaining $3 million to

the UNU Endowment Fund for UNU/BIOLAC. Discussions are continuing with the Government of Venezuela to strengthen the activities of UNU/BIOLAC and to move towards the eventual establishment of UNU/BIOLAC as an International Biotechnology Centre in Caracas. The proceedings of the forty-fifth session of the Council recall that the Council has decided not to give the status of a full-fledged RTC to UNU/BIOLAC until sufficient funding becomes available, despite the desirability of having a UNU centre on each continent.

55. At its forty-fifth session, the Council noted that the criteria for establishing new centres or programmes included the following: (a) the proposal should be of interest to UNU and important as a global issue; (b) the proposal must be completely self-financed; and (c) it should be clear from the beginning that a sizeable share of the funds will be available for activities related to developing countries. The UNU Strategic Plan 2000 gives emphasis to the establishment in the medium-term period of new strategic alliances as well as new associated institutions and it sets out the criteria for such relationships.

56. ***Recommendation 6.*** **The different agreements governing UNU cooperation with other institutions constituting the University's networks should be standardized as may be necessary to ensure consistent quality norms and approaches to network building in the most effective manner.**

57. The University agrees with the Secretary-General's comment that it would be more effective to develop a set of flexible procedures for engaging different institutions around the world in its programmes and keep under review different types of agreements in order to ensure consistent forms and approaches. The UNU Strategic Plan 2000 includes as a specific objective the standardization of the frameworks and agreements governing cooperation with other institutions.

58. ***Recommendation 7.***

(a) The existing policy framework (including in particular the "strategic plan" in preparation) for programme planning, implementation and evaluation should be developed into a detailed UNU manual of programme policies and procedures. Furthermore, in order to ensure implementation of such policies and procedures, an evaluation and monitoring system should be established at the University Centre;

(b) While the University Centre should fully exercise its responsibility for programme planning and strategic management, coordination within specific programme areas of the University could be performed as a shared endeavour by all UNU entities on the basis of their institutional specialization;

(c) UNU should also strive for working more effectively with other institutional partners within and outside the United Nations system at the country and regional levels, thereby helping to concentrate its limited resources on activities with a global and interdisciplinary dimension;

(d) With a view to enhancing interaction and collaboration in programme matters between UNU and other organizations within the United Nations system, the Secretary-General should take action to make UNU a full-fledged member of the Administrative Committee on Coordination.

59. Building on the principles and policies for programme planning, implementation and evaluation adopted by the Council at its thirty-fifth session in June 1990, a manual will be prepared, taking account of existing practices and schedules. A programme implementation monitoring system will be developed in close connection with and as a part of the new finance and accounting system that has now become operational at the University Centre and several RTC/Ps.

60. The UNU Centre has begun to exercise more directly its strategic management and coordination function. Along this line, the Conference of Directors of RTC/Ps is increasingly being focused on how the integral parts of the UNU system could better contribute to the implementation of the UNU Strategic Plan 2000 from their respective perspectives and work programmes.

61. The UNU is strengthening its collaboration with specific partners within and outside the United Nations system. However, the focus at the country or regional level will depend greatly on the nature of the problem being addressed by UNU research. While, in some cases, there is a regional focus to the University's work, many projects have cooperating scholars and scientists from different countries. This approach is in

line with the UNU's networking approach. However, the Joint Inspection Unit recommendation does not appear to take sufficient account of the benefits of such networking.

62. The Rector has participated in the discussions of the Administrative Committee on Coordination at the invitation of the Secretary-General since 1998, although the UNU has not yet been formally included as a member of the Committee.

63. ***Recommendation 8.*** **In order to enhance academic capacity-building, including training and fellowships, in particular in the developing countries, UNU should devote more attention to the development of different innovative forms of capacity-building and should, to the extent possible, reduce overall meeting costs by making more effective use of current and emerging information and communications technologies. In this context, curriculum development as pursued at present by the International Institute for Software Technology, Macau (UNU/IIST) and the International Network on Water, Environment and Health, Canada (UNU/INWEH) should be emulated progressively by other parts of UNU, in close collaboration with UNESCO.**

64. The first regular session of the UNU International Courses was successfully organized in May/June 2000 in Tokyo for 50 young persons from some 34 countries. Other initiatives are being developed within the UNU system, such as the postdoctoral fellowship programme at UNU/IAS that has just started in 2000. An external evaluation of the University's capacity-development programmes is currently under way. The first draft of the review report by an external consultant will be presented to the Bureau meeting in July 2001 and the final report to the forty-eighth session of the Council in December 2001. It is hoped that the evaluation will assist the Rectorate in identifying specific steps and approaches to strengthen UNU capacity-development programmes in areas of critical interest to developing countries. In line with the recommendations in the Joint Inspection Unit evaluation report, UNU is devoting more attention to developing innovative forms of capacity development, making optimal use of new information and communications technologies. Additional emphasis is also being placed on the development of specific course modules that can be made available more widely using "virtual university" technologies. A presentation of the UNU/IAS Virtual University initiative was made during the forty-seventh Council session in November 2000.

65. It should be noted, however, that the University's capacity-development activities remain quite limited, primarily because of the limited financial resources available. Additional efforts are being made to increase the number of UNU fellowships. The University is seeking to mobilize additional resources for a UNU Capacity-Development Fund, and the Rector has been working with a number of Governments and foundations to seek recurrent contributions to this fund to make it possible to double the number of UNU fellowships awarded by 2004.

66. ***Recommendation 9.***

(a) UNU should formulate and ensure effective implementation of a unified publications policy and programme, including uniform publications quality standards for all its institutional components;

(d) Dissemination activities should be targeted more deliberately and systematically to the United Nations system intergovernmental policy and normative processes.

67. The UNU Strategic Plan 2000 includes a specific objective for the medium-term period of developing a cohesive dissemination strategy for the UNU system as a whole. With UNU key stakeholders and dissemination targets identified also in the Strategic Plan, the development of a university-wide dissemination strategy will lead to fuller implementation of the provisions of this recommendation.

68. ***Recommendation 10.***

(a) The Secretary-General, assisted by the UNU Rector, is invited to initiate consultations, at an appropriate time in future, with contributors to the Endowment Fund with a view to securing their agreement to the central management of the income from the Fund in conformity with article II, paragraph 1, of the University Charter, and for the benefit of more coherent and integrated operations of the UNU system as a whole;

(b) Pending the above (subpara. (a)), UNU should enhance its efforts to make optimal use of the available financial resources in more innovative and transparent ways, by taking duly into account

recommendation 8. At the same time, UNU should explore with potential donors the possibility of "linked" funding, by which a fixed percentage of contributions made to a UNU entity in a developed country would be provided to another UNU entity in a developing country;

(c) The United Nations General Assembly may wish to consider the possibility of adding UNU to the list of organizations eligible for participation in the United Nations Pledging Conference, held annually.

69. In the Council's discussions on the Joint Inspection Unit recommendation on the central management of the income from the Endowment Fund, it was noted that the Secretary-General's comments on the Joint Inspection Unit report (A/53/392/Add.1), had indicated that UNU must respect the various host-country agreements and that some care was needed in the future. Accordingly, no specific action has been taken to implement this recommendation.

70. The University will seek to make optimal use of the available resources in innovative and transparent ways. This will include cost-saving measures and increased use of teleconferencing as a means to reduce meeting costs where possible, as set out in Joint Inspection Unit recommendation 8. During the medium-term period, UNU will seek to use its available resources to leverage additional resources from external sources through better project formulation and by reaching out more systematically to potential strategic partners and associated and cooperating institutions. In relation to new initiatives, the University will explore the possibility of mobilizing linked funding to support activities in developing countries in line with the Council's decision on the criteria for establishing new centres and programmes.

71. The Joint Inspection Unit recommendation for including the UNU for participation in the United Nations Pledging Conference is under the purview of the United Nations General Assembly.

72. ***Recommendation 11.*** **The Secretary-General, in keeping with his drive to achieve common premises and services for the United Nations system organizations located at the same duty stations, should enable United Nations system entities based in Tokyo to relocate, where applicable, to the University premises and to develop common services and facilities.**

73. Subsequent to the Joint Inspection Unit review, several additional United Nations organizations have moved their Tokyo offices to the UNU Building. In January 2001, the Secretary-General formally inaugurated the UNU Building as the United Nations House in Tokyo. Efforts are currently under way to increase knowledge and awareness of the work of the United Nations among the general public in Japan, particularly through improving access for the general public to the United Nations House in Tokyo.

74. The Rector has developed a proposal for modifying the first and second floors of the United Nations House to make it more accessible to the general public, and is discussing it with the Japanese authorities. In spring 2001, a "UN Gallery" exhibition was opened on the first and second floors of the UNU Building to make better use of the space for exhibits and areas for visitors to learn more about the United Nations and UNU. The Rector meets regularly with executive heads of other United Nations offices resident at the United Nations House to discuss and explore more collaboration in administrative and dissemination areas in order to seek more efficient and more cost-effective coordination of work as the United Nations team.

V. Review of the Administrative Committee on Coordination and its machinery

75. A report on the Review of the Administrative Committee on Coordination (ACC) and its machinery and the comments of the Secretary-General and the Administrative Committee on Coordination thereon were submitted to the General Assembly at its fifty-fourth session (A/54/288 and Add.1). In its resolution 54/255 of 7 April 2000, the General Assembly took note of both reports.

76. In the comments of the Secretary-General and the Administrative Committee on Coordination, it was noted that ACC had continued its review of its methods of work and structure since the major streamlining of its structures undertaken in 1993. As a result, the Committee had introduced pragmatic and incremental improvements in its own functioning and that of its subsidiary machinery, which had resulted in qualitative

improvements in its functioning and in interaction with intergovernmental bodies. Underpinning this exercise was the commitment of executive heads to ensure that the Committee became the centrepiece of a more united and effective United Nations system. Thus, even at the time of the submission of the Joint Inspection Unit report in 1998-1999, the ongoing process of review within the Committee had already addressed many of the issues raised in the report.

77. In addition, at its fall 1996 session, the Administrative Committee on Coordination had adopted a joint statement on the reform and strengthening of the United Nations system. The statement elaborated on further measures to be taken, in the context of the reform processes under way in the organizations of the system, towards a more effective, system-wide response to the changing international environment and the evolving needs of Member States. In this connection, proposals for further improvements in the mandate, working methods and subsidiary structure of the Committee, which would enable it to respond more effectively to the evolving international environment, continued to be made by individual members of the Committee and by the subsidiary bodies. In response, in October 1999, the Secretary-General launched a new review of the functioning of ACC and its machinery, which would focus on measures to enhance the relevance of the Committee's contribution to both policy development and coordinated programme development and implementation and allow executive heads to focus more on strategic issues.

78. The results of the review were adopted by ACC in 2000 and the reform measures are currently being implemented. The main recommendation, intended to free the executive heads to focus more on strategic policy issues and to enable the system to respond more effectively and in a timely manner to major international developments, was the establishment of two high-level committees on policy and programme issues and management issues, respectively. The Administrative Committee on Coordination requested that the two new committees, as their first order of business, undertake comprehensive zero-based reviews of the subsidiary machinery, with a view to ensuring greater rationalization, efficiency and cost-effectiveness. While emphasizing that organized inter-agency cooperation remained necessary, new approaches to its modalities needed to be followed. These approaches included moving away from the concept of permanent machinery to one characterized by greater flexibility and use of information and communication technology, the systematic use of task managers and the periodic review and evaluation of all coordination arrangements, with a view to reassessing need, demand and methods of work, etc.

79. As a result of this reform exercise, a number of the recommendations made by the Joint Inspection Unit, such as recommendation A.2.1 related to the Organizational Committee and its relationship with the rest of the subsidiary machinery, have been overtaken by events. The present report will indicate which of those issues are pending, but will deal in more detail with the recommendations that have been addressed through the reform exercise.

80. ***Recommendation A 1.1.*** **Executive heads are encouraged to continue to abide by the guiding principles, which have set conditions for improving the effectiveness and impact of ACC by reinforcing their unity of purpose. Within the framework of these guiding principles and in order to further enhance the coherence of United Nations system-wide plans and activities, executive heads should reinforce the leadership role of the Secretary-General as Chairman of ACC, and the lead role of other executive heads and their respective organizations as lead agencies in their specific mandates and competencies.**

81. ***Recommendation A 1.2.*** **ACC should continue to demonstrate the relevance and impact of its work by:**

(a) Addressing issues which lend themselves to system-wide scrutiny;

(b) Developing policy-oriented and forward-looking agendas which contribute to strengthen the system's capacity for forward planning the strategic thinking and responding rapidly and adequately to major international developments;

(c) Ensuring that, where appropriate, the outcomes of its meetings and those of its subsidiary bodies are more action-oriented and underline activities for which secretariats themselves are accountable for implementation, and other issues requiring guidance or action from governing bodies.

82. The aim of the most recent review and reform of the Administrative Committee on Coordination has,

inter alia, been to improve its effectiveness and impact. Thus, while the executive heads concentrate on strategic policy issues in the Committee, senior officials in the High-level Committee on Programmes are responsible to ACC for fostering system-wide cooperation and coordination, as well as knowledge and information-sharing in policy programme and operational areas. On the other hand, in the management area, the senior officials are responsible to the Committee for coherent, efficient and cost-effective management across the United Nations system of organizations.

83. ***Recommendation A 1.3.*** **Executive heads should pursue more actively their consideration of a new name for the Administrative Committee on Coordination, which would better reflect the changes in its scope and functions, and submit in due course a proposal to the Economic and Social Council in that respect.**

84. This issue and a number of alternative proposals have been debated on and off in the Administrative Committee on Coordination for a number of years, most recently, throughout the last review exercise. An agreement was reached at the 2001 spring session, to propose to the Economic and Social Council at its July 2001 session that the name be changed to United Nations System Chief Executives Board (see para. 63 of the annual overview report of the Administrative Committee on Coordination for 2000).[1]

85. ***Recommendation A 2.*** **Implementation of the new working methods approved by ACC should entail that:**

(a) Interaction among the four standing committees should be continuous and wide-ranging so that their various outputs can be used optimally by the Committee;

(b) The Organizational Committee should continue to take a comprehensive look at all issues before Administrative Committee on Coordination meetings in order to gain an overall perspective, while avoiding infringement on the authority delegated to the standing committees. In that respect, the Organizational Committee should not debate substantive matters falling within the competence of standing committees reporting directly to the Administrative Committee on Coordination;

(c) The empowerment of the Organizational Committee, the Consultative Committee on Programme and Operational Questions, and the Consultative Committee on Administrative Questions, through delegation of authority, should result in their names being reviewed to put less emphasis on their organizational or consultative functions.

86. These recommendations have been superseded by the reform exercise. The Organizational Committee has been abolished, as have the Consultative Committee on Administrative Questions and the Consultative Committee on Programme and Operational Questions.

87. ***Recommendation A 2.2.*** **Streamlining and flexibility of coordination mechanisms should remain the targets of periodic reviews of the structure of ACC machinery. ACC should therefore request the Organizational Committee and the standing committees to:**

(a) Propose ways and means for avoiding the duplication of staff training mechanisms by using the United Nations Staff College as a system-wide institution, with the involvement of participating organizations in setting its work programme through the appropriate ACC subsidiary bodies;

(b) Pursue the review of the ACC Subcommittee on Nutrition in order to ensure that all organizations concerned with its activities are in a position to lend their full support to its programmes and related funding arrangements;

(c) Examine the need to have the Inter-Agency Standing Committee become part of the ACC machinery, as the linkages between peace-building, humanitarian assistance and development become increasingly apparent.

88. As mentioned above, a central objective of the ACC reform is the review of the subsidiary structure in order to ensure greater cost-effectiveness, flexibility and responsiveness to the system's needs. With regard to the Staff College there is a separate process in the General Assembly dealing with its establishment as a system-wide institution. The Subcommittee on Nutrition is being reviewed in the context of the overall review of the subsidiary machinery. Regarding the relationship of ACC with the Inter-Agency Standing Committee, it should be noted that the intention of ACC in promoting more flexible inter-organization

cooperation mechanisms is, inter alia, to allow it to be more inclusive in its dealings with organizations and other inter-agency mechanisms not formally a part of the ACC system.

89. ***Recommendation A 2.3.*** **Secretariat support for ACC should be of concern to all its members. To enhance the contribution made by the Office for Inter-Agency Affairs, lead organizations and task managers should be encouraged by the Organizational Committee to become part of a wider "virtual secretariat" called upon more frequently to prepare background papers and draft reports.**

90. The Administrative Committee on Coordination review has resulted in the establishment of a single, ACC secretariat co-located in New York and Geneva through the consolidation of the jointly financed secretariats in Geneva (CCAQ, CCPOQ and ISCC) and the Office for Inter-Agency Affairs in New York. This "new" secretariat is expected to provide integrated support to the Committee and its high-level committees. The review has also called upon the increased use of lead agencies, task managers, electronic information and communications technology to complement secretariat capacity and promote greater involvement by system partners.

91. ***Recommendation B 1.*** **The Secretary-General, as Chairman of ACC, should submit to the Economic and Social Council, as part of the annual overview report of ACC for 1999, indications on efforts made by executive heads towards a system-wide coordinated management of information, outlining, inter alia, the status of implementation of recommendations made by the Information Systems Coordination Committee and the scope, content, estimated financial implications and expected benefits of the proposed ACC information network.**

92. The issue of the use of information technology for the improvement of the support ACC members provide to their member States, as well as in their own work, was an important part of the review process and figured prominently in discussions and decisions in both ACC and the Economic and Social Council during 2000. A number of steps have been taken in this regard, including the decision by the High-level Committee on Management to deal with system-wide information and communication technology issues, which relate to their management mandate. Coordination of information and communication technology activities can thereby be focused on priority areas having system-wide impact, in addition to capitalizing on information technology skill available throughout the system by expanding knowledge-sharing among information technology peers.

93. ***Recommendation B 2.*** **ACC should promote further efforts by all organizations to:**

(a) Indicate on their web sites, under pertinent thematic activities, their contribution to the improvement of system-wide coordination either through ACC or other cooperative arrangements. Similarly, web sites on ACC and its subsidiary bodies, to be monitored under the aegis of the Organizational Committee, should focus on major activities being carried out and the results achieved;

(b) Apply to information made available online on existing language policies for document distribution, unless otherwise directed by their governing bodies, after consideration of related financial implications.

94. As a result of the review, the ACC web site is being redesigned and will focus on major activities being carried out by member organizations in response to decisions by ACC, its high-level committees and the results achieved.

95. As noted in the previous comments, while the intent of the Joint Inspection Unit recommendation on the application of language policies for document distribution to information made available online is generally supported, this is a matter for each member organization to decide, as it is heavily influenced by the availability of resources.

96. ***Recommendation C 1.*** **The General Assembly may wish to call upon Member States to complement secretariats' inter-agency coordination efforts by better concerting and coordinating their own positions in the governing bodies of the different organizations within the system, and by exercising a more effective policy coordination at the national level within their Governments.**

97. ***Recommendation C 2.*** **Legislative bodies which have not done so yet may wish to request the executive heads to submit, under a specific agenda item on system-wide coordination, a periodic report focusing on decisions and recommendations by central coordinating bodies or by other governing**

bodies, which have implications for the organization's programme and budget, and measures taken or envisaged to ensure appropriate coordination and reinforce the unity of purpose of the system as a whole.

98. ***Recommendation C 3.*** **Legislative bodies may wish to request from executive heads a more complete and transparent submission of financial implications related to the inter-agency coordination process, along with cost-saving or efficiency measures taken.**

99. ***Recommendation C 4.*** **The General Assembly may wish to reaffirm, as a matter of principle, its own role in approving, on behalf of the system, the total budgets of all jointly financed secretariats, which should be submitted through the Advisory Committee on Administrative and Budgetary Questions, along with either the related cost-sharing formulas or expected contributions from participating organizations.**

100. As also noted in the previous comments, ACC members appreciate the intent of these recommendations, but reiterate that they are areas for action by the Governments of the Member States themselves.

VI. Evaluation of the United Nations International Research and Training Institute for the Advancement of Women

101. The Economic and Social Council, in its resolution 1988/48 of 31 July 1998, requested the Joint Inspection Unit to conduct an evaluation on the United Nations International Research and Training Institute for the Advancement of Women (INSTRAW), which should include a detailed analysis of the reasons for the financial and staffing situation of the Institute and the implications thereof at all levels of INSTRAW functioning.

102. Following the request of the Economic and Social Council, the Joint Inspection Unit conducted the evaluation of INSTRAW, and presented its report to the Council at its 1999 substantive session (A/54/156-E/1999/102). The Joint Inspection Unit evaluation raised concerns about the future of INSTRAW. It pointed out the need for the Institute to diversify its financial sources, and called for the changing of its statute to allow for alternative fund-raising strategies. The evaluation also pointed out the need for a more active approach to publicity and fund-raising, including the involvement by its Board of Trustees in such efforts. The evaluation provided the causes underlying the Institute's understaffing and its negative effect on its efficiency and productivity.

103. Some of the specific recommendations made by the Joint Inspection Unit in the evaluation were endorsed and others commented on by the United Nations Secretariat in a note by the Secretary-General presented to the Economic and Social Council at its 1999 substantive session and to the General Assembly at its fifty-fourth session (A/54/156/Add.1-E/1999/102/Add.1).

104. In the notes the Secretary-General endorsed the recommendations referring to the need for INSTRAW to continue to fulfil its mandate. The Secretary-General also supported the appeal to Member States to make financial resources available to the Institute in order to enable it to complete its ongoing programme for the biennium 1998-1999 and to realize its strategic plan and work programme for 2000-2003.

105. The present report contains an overview of the actions taken in implementation of the recommendations contained in the Joint Inspection Unit report and endorsed by the Secretary-General. It also points to the actions needed in further follow-up to the recommendations.

106. **In recommendation 1, Member States were called upon to support INSTRAW and resolve its immediate financial crisis, as well as to strengthen its financial base in the medium term, in order to give INSTRAW the opportunity to build on its achievements through the realization of its strategic plan.**

107. The Secretary-General endorsed the thrust of the recommendation and also acknowledged that the survival of INSTRAW depended on the commitment of Member States. Following the Joint Inspection Unit evaluation, the Secretariat made fresh efforts to seek financial and political support for the Institute by Member States, donors, and other interested States. Meetings at the bilateral, regional and multilateral levels were organized with Member States aimed at raising awareness of the situation of INSTRAW and of progress made in designing and implementing its new

working method, the Gender Awareness Information and Networking System (GAINS), as well as in the structural reorganization of the Institute.

108. Demonstrations of the GAINS prototype were organized for Member States and the non-governmental organization community at the twenty-third special session of the General Assembly entitled "Women 2000: gender equality, development and peace for the twenty-first century" and the 2000 substantive session of the Economic and Social Council. These efforts set the stage for improving the environment for the Institute's revitalization work to change its working methods and programmes. This improved environment was reflected in a series of resolutions and decisions of the General Assembly and the Economic and Social Council that were supportive of INSTRAW and acknowledged the important work carried out by the Institute. Member States reiterated their interest in the revitalization of the Institute, especially through the implementation of new information and communication technologies and GAINS.

109. As a result of those efforts, the Institute received voluntary financial contributions that allowed it to implement important measures of institutional restructuring and revitalization and to sustain its operations beyond 1999 and 2000. However, the financial support received from Member States is still insufficient to secure the Institute's long-term sustainability. Although the General Assembly decided to advance the Institute up to US$ 800,000 for 2001, pending receipt of voluntary contributions, on a one-time, exceptional and emergency basis (decision 55/457, para. 3 (b)), the goal of achieving the Institute's sustainability beyond December 2001 has not been reached (see response to recommendation 5 in para. 137 below).

110. In the implementation of Joint Inspection Unit recommendation 1(d) related to the diversification of its sources of funding, the statute of INSTRAW was amended by the Economic and Social Council in paragraph 7 of its resolution 2000/24. However, to date, no other amendments have been made nor suggested by relevant bodies as outlined in the statute of the Institute.

111. **In recommendation 2 (a), the need for a more active role of the INSTRAW Board of Trustees in fund-raising was identified.**

112. Pursuant to the recommendation, the Board of Trustees, at its twentieth session, decided to form a network, namely, "Friends of INSTRAW" to work towards these ends. To date, unfortunately, no concrete steps have been taken in this direction by the Board.

113. **Recommendation 2 (b) called for the strengthening of regional offices to aid visibility and facilitate fund-raising.**

114. Various means of expanding the Institute's visibility and outreach have been sought through the sensitization of key stakeholders during the process of restructuring and revitalization through GAINS. The closure of the New York Office, however, has hampered visibility and outreach among potential donor countries and United Nations organizations. Since the launching of GAINS in June 2000 during the twenty-third special session of the General Assembly however, the Institute has significantly expanded its outreach, especially at the grass-roots level in developing countries.

115. **In recommendation 2 (c), the establishment of a P-3/P-4 post for fund-raising activities was proposed.**

116. Owing to the subsequent restructuring of INSTRAW based on its new working method as contained in the report of the Secretary-General to the General Assembly (A/54/500), the Institute's units have been restructured and its staffing table modified. The new staffing table of INSTRAW does not include a full-time fund-raising post to be located in the INSTRAW Liaison Office in New York. Furthermore, owing to the serious financial situation that faced INSTRAW in 1999, the Liaison Office in New York has been closed. In 2001, a consultancy firm was contracted to develop a fund-raising strategy, identify new sources of funding and prepare publicity materials.

117. **In recommendation 2 (d), it was stated that the Director of INSTRAW, in cooperation with the Under-Secretary-General for Economic and Social Affairs and the Special Adviser on Gender Issues and the Advancement of Women, should make extensive efforts to revitalize fund-raising activities and diversify the Institute's financial sources in order to secure sustainability for INSTRAW. This included fund-raising for the GAINS Project — Phases I, II, III, IV, and the preparation of an extensive Portfolio of GAINS-related extrabudgetary project proposals and submitting**

them to various foundations, such as the United Nations Foundation for International Partnerships (UNFIP), and, as suggested in recommendation 2 (e), the Development Account in the Department of Economic and Social Affairs of the Secretariat, the European Commission and bilateral technical cooperation agencies.

118. During the past two years, there have been numerous efforts to revitalize and strengthen INSTRAW fund-raising activities. The Director of INSTRAW, with the support of the Special Adviser on Gender Issues and the Advancement of Women of the Secretariat, held a number of meetings with Member States and other donors for fund-raising purposes. Attempts were also made to foster inter-agency collaboration and develop joint programmes aimed at sharing and rationalizing resources. In addition, several meetings were held with individual member Governments and various donor countries were visited in order to meet with officials of different intergovernmental organizations, such as the European Union, the Commonwealth Secretariat and the International Organization of la Francophonie. INSTRAW has also submitted project proposals for funding to the United Nations Fund for International Partnerships (UNFIP) and the Development Account. To date, however, none of the above-mentioned initiatives have been successful in attracting financial support.

119. In order to approach the private sector, INSTRAW contracted a private, United States-based firm in order to develop a publicity and fund-raising strategy targeting specifically the private sector. The Institute is currently developing a fund-raising plan based on the publicity and fund-raising strategy proposed by Metropolitan Group Inc.

120. **Recommendation 2 (f) stipulated that the Controller of the United Nations should monitor the Trust Fund for the Institute and adjust the current allotment in line with available resources.**

121. In order to respond to the immediate financial crisis, funds enabling the Institute's operation until the end of year 1999 were authorized by the United Nations Controller, as reported by the Secretary-General in his comments to the Joint Inspection Unit report submitted to the General Assembly and to the Economic and Social Council (A/54/156/Add.1-E/1999/102/Add.1, annex, para. 9).

122. **Recommendation 3 (a) called for the appointment of an experienced "Women in Development" professional as the Acting Director at the Institute's headquarters in Santo Domingo and the United Nations Secretariat.**

123. In September 1999, an experienced professional was appointed as Director of INSTRAW. The post of Director of INSTRAW has been filled since that time.

124. **According to recommendations 3 (b) and 3 (c), the Executive Director and Management Branch of the Institute should be strengthened by including the Office of the Director with overall policy direction, coordination, liaison, and advocacy, a Deputy Director with responsibility for day-to-day management and the implementation of a plan to have separate substantive units.**

125. The new structure of INSTRAW proposed in the report of the Secretary-General (A/54/500) was approved by the General Assembly in its resolution 54/140 of 17 December 1999. Accordingly, the above recommendations should be viewed in the light of the new structure of INSTRAW, as approved by the General Assembly and Economic and Social Council.

126. **Recommendation 3 (d) supported the appointment of an Administrative Officer at the P-3 level at the Institute's headquarters.**

127. Although the post of Administrative Officer has been established at the P-3 level, in view of financial uncertainty regarding the 2002 budget, it continues to be encumbered by a General Service staff member.

128. As indicated in the comments by the Secretary-General to the Joint Inspection Unit report (A/54/156/Add.1 and E/1999/102/Add.1, annex, para. 11), while the Secretary-General supports the concept of staff mobility, lifting the service limitations for INSTRAW staff would have to be reviewed within the context of a Secretariat-wide policy review of all staff serving under similar conditions of service. Such review and change in the conditions of service of INSTRAW staff has not been undertaken to date.

129. **Recommendation 4 (a) called for expediting the process of international recruitment, bearing in mind the large impact of vacancies on a small core staff.**

130. In view of insufficient voluntary contributions for 2002 and the related uncertainty surrounding the future

operations of INSTRAW, there is no urgency for an immediate solution on this matter. Consultations were nevertheless held with the Office of Human Resources Management in 1999 to expedite the international recruitment process. The Office agreed to look favourably at the Institute's recruitment needs and to expedite the processing and advertising of vacancies.

131. **In recommendation 4 (b), it was requested that INSTRAW be compensated for the "infructuous appropriation" of its funds.**

132. As explained in paragraph 26 of the Secretary-General's report (A/55/385), there was no irregular payment of $243,000 to the former Chief of Administration of INSTRAW. The amount of $18,837.40 was erroneously charged to INSTRAW as payment and allowances of the Chief of Administration for two months only. The amount has been returned to INSTRAW and the Board of Auditors was asked to verify its accuracy.

133. **Recommendation 4 (c) stipulated that the Secretariat should review its administrative procedures in respect of INSTRAW with the objectives of greater efficiency in the provision of service, improved cooperation and transparency.**

134. The Secretariat reviewed its administrative procedures in respect of INSTRAW in order to streamline them, in particular in so far as they relate to the processing of voluntary contributions and the timely depositing of them to the INSTRAW Trust Fund. Significant progress was also achieved in improving cooperation and transparency between the Office of the Controller, INSTRAW and the Office of the Special Adviser on Gender Issues and Advancement of Women in overcoming financial and other problems encountered by the Institute.

135. **Recommendation 5 called upon Member States to consider an amendment to the statute of INSTRAW to permit a subvention from the United Nations regular budget to finance the post of Director and other core posts of INSTRAW.**

136. The General Assembly, in its resolution 55/219 of 23 December 2000, decided, in view of the difficult financial situation of the Institute, to provide it with financial assistance on a non-recurrent basis, in a manner to be determined, in order to enable it to continue its activities throughout 2001.

137. As indicated in General Assembly decision 55/457, the provision of funds to the Institute from the United Nations regular budget constitutes a one-time exception to the provisions of article VI, paragraph 1, of the statute of the Institute. In this connection, the Institute would be advanced up to $800,000 for 2001, pending receipt of voluntary contributions on a one-time, exceptional basis. If voluntary contributions are insufficient to meet the Institute's requirements for 2001, this advance, less voluntary contributions received, will be considered a one-time only subvention (see response to recommendation 1, para. 109 above).

138. **Recommendation 6 (a) called upon Member States to restate their commitment to the mandate of INSTRAW in resolutions of the Economic and Social Council and the General Assembly.**

139. The Secretariat is fully supportive of recommendation 6 (a) and is pleased to report that Member States of the United Nations have restated their commitment to the mandate of INSTRAW in 1999-2000 resolutions, such as General Assembly resolution 54/140 of 17 December 1999, entitled "Revitalization and strengthening of the International Research and Training Institute for the Advancement of Women", General Assembly resolution 55/219, entitled "The critical situation of the International Research and Training Institute for the Advancement of Women" and Economic and Social Council resolution 2000/24 of 28 July 2000, entitled "Revitalization and strengthening of the International Research and Training Institute for the Advancement of Women".

140. In reference to recommendation 6 (b) related to the need to avoid overlap between activities of the Division for the Advancement of Women, INSTRAW and the United Nations Development Fund for Women, these United Nations entities have intensified their efforts to collaborate and avoid duplication. Particularly useful has been the regular participation by INSTRAW in the Inter-Agency Meeting on Women and Gender Equality sessions that enhance coordinated efforts and joint planning and implementation of inter-agency activities. For example, in view of its mandate in training and its new GAINS system, which contains a database of gender-related resources, INSTRAW has partnered with UNICEF and the United Nations Development Fund for Women as task managers for the compilation of the gender training project initiated by the Inter-Agency Meeting. Further improvement of the

Institute's potential for inter-agency coordination is expected to be achieved when the GAINS system becomes fully operational.

141. **Recommendation 7 called for the pursuit of some proposals put forward in the strategic plan and work programme 2000-2003, for the reinforcement of the Institute's existing cooperation with the International Training Centre of the International Labour Organization and to seek closer relations with other research and training institutions of the United Nations.**

142. INSTRAW made every effort to implement provisions contained in recommendation 7 (a) and (b). From 1999 to 2001, the Board of Trustees maintained closer contact with the Institute's management. Particularly important were the efforts of the Board of Trustees during 1999, when candidates were sought to fill the vacant post of the Director of the Institute. During this period, the President of the Board of Trustees was actively engaged in the preparation of proposals and negotiations with Member States during the 1999 substantive session of the Economic and Social Council, as well as day-to-day contacts with the staff of the Institute. During those years, the Board was kept abreast of, and participated in, the revitalization efforts being undertaken by the Institute. For example, in October 2000, the President of the Board and the Director of INSTRAW attended the fifty-fifth session of the General Assembly, during which attention was drawn to the financial situation of the Institute. In relation to the establishment of an endowment fund, notwithstanding the Secretary-General's support of this proposal, neither the INSTRAW Board of Trustees nor Member States have recommended follow-up initiatives.

143. Following the Joint Inspection Unit evaluation, the Institute made efforts to seek closer relations with other research and training institutions of the United Nations system, such as UNU, the United Nations Institute for Training and Research (UNITAR) and the United Nations Research Institute for Social Development (UNRISD), as well as academic and training institutes outside the United Nations system. Particularly fruitful has been its collaboration with UNU in the area of conflict and governance. For example, with UNU financial support, INSTRAW organized and hosted in Santo Domingo a UNU workshop on conflict and conflict prevention in December 1999.

144. In the past two years, INSTRAW established close collaboration with diverse academic institutions, research, and training centres outside the United Nations system as part of its new programme activities. The establishment of the GAINS network of research and training centres is one of the central components of the Institute's new method of work relying on networking and new communications technologies. More detailed information on implementation of this recommendation is available at the INSTRAW web site: http://www.un-instraw.org.

VII. Results-based budgeting: the experience of United Nations system organizations

145. Pursuant to the request of the General Assembly contained in its resolution 53/205 of 18 December 1998, a report of the Joint Inspection Unit regarding the experience of United Nations system organizations with results-based budgeting techniques (A/54/287) was submitted to, and considered by, the Assembly during its fifty-fifth session.

146. ***Recommendation 1.*** **In order to assure appropriate guidance from Member States in resolving the problem of the lack of agreed definitions for key results-based budgeting terms, the glossary of financial and budgetary terms, currently being updated by the Consultative Committee on Administrative Questions of the Administrative Committee on Coordination, should be reviewed and commented upon by the appropriate bodies of the United Nations system organizations.**

147. The secretariat of the Administrative Committee on Coordination is preparing a comprehensive inventory of definitions used throughout the United Nations system, with a view to the holding of a joint discussion on updating such terms by the High-level Committee on Programmes and the High-level Committee on Management. It should be borne in mind that, given the diverse nature of the organizations, funds, programmes and agencies concerned, as well as the different contexts in which the terms are applied, a harmonization of all definitions may not always be possible.

148. Pending the outcome of these discussions, the definitions of terms contained in the Regulations and

Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation,[2] which are the terms and definitions approved by the General Assembly, will continue to apply to the work of the United Nations.

149. ***Recommendation 2.*** **As a means for seeking to resolve existing concerns about the possible adaptation of results-based budgeting to the United Nations, and in order to assure an appropriate participatory role of Member States in adapting results-based budgeting to the United Nations, an open-ended working group should be established at the level of the Fifth Committee, to meet during the main part of the fifty-fourth session of the General Assembly and thereafter, as needed, within existing resource levels, at which Secretariat officials, including from secretariats of other organizations, to the extent possible, would provide briefings and respond to questions on all aspects of results-based budgeting.**

150. This recommendation was not specifically addressed by the General Assembly in its resolution 55/231 on results-based budgeting, and has been overtaken by events. The discussions of the Fifth Committee during the fifty-fifth session which led to the adoption of resolution 55/231 were conducted during both formal and informal meetings of the Fifth Committee as a whole. The Office of Programme Planning, Budget and Accounts provided briefings and responded to questions raised by delegates in those meetings.

151. ***Recommendation 3.*** **Subject to a General Assembly decision to use results-based budgeting for the United Nations, the United Nations Staff College and the United Nations Institute for Training and Research should be invited to conduct seminars and workshops to help familiarize staff and representatives of Member States with results-based budgeting.**

152. This recommendation was not addressed as such by the General Assembly and consequently, the United Nations Staff College and the United Nations Institute for Training and Research have not been specifically requested to undertake such training. In its resolution 55/231, the Assembly did, however, invite the Secretary-General to take appropriate measures to develop on a continuous basis and to implement an adequate training programme to ensure that staff, as appropriate, are proficient in results-based budgeting concepts and techniques, including in the formulation of expected accomplishments and indicators of achievement.

153. As described in the introduction to the proposed programme budget for the biennium 2002-2003, a variety of training measures were taken during the preparation of that programme budget to ensure that key staff were familiar with results-based budgeting techniques. Further training courses on those techniques are now also offered in the 2001 career development programme, which is open to all staff. Other aspects of training staff are also discussed in the above-mentioned introduction.

154. With regard to representatives, the Secretariat is ready and willing to provide further informal briefings as necessary in the context of the Assembly's discussion of the proposed programme budget for 2002-2003. Depending on the level of interest of delegates, the Secretariat will make the necessary arrangements.

155. ***Recommendation 4.*** **Future reporting by the Secretary-General on results-based budgeting should include a comprehensive assessment of changes that would be required to assure the readiness of the Organization for results-based budgeting, regarding areas such as regulations, procedures, management information systems and training.**

156. This recommendation has been implemented. Paragraphs 64 to 73 of the report of the Secretary-General on results-based budgeting (A/54/456) provide a description of changes or conditions necessary for the implementation of the results-based budgeting elements. In addition, as requested by the General Assembly in resolution 55/231, the introduction to the proposed programme budget for the biennium 2002-2003 contains an analysis of the information, management control and evaluation systems required to implement the proposals contained in document A/54/456, and of the capacity and limitations of existing systems. The Secretary-General will continue assessing the need for changes to facilitate the further implementation of results-based budgeting.

157. ***Recommendation 5.*** **Reflecting the uncertainty about how to reflect external factors in the accountability of programme managers under**

results-based budgeting, the Secretary-General should submit to the General Assembly as soon as possible a report containing recommendations on the matter, accompanied by the comments of the Advisory Committee on Administrative and Budgetary Questions and the Committee for Programme and Coordination.

158. The Secretary-General focused on the question of external factors in his report on results-based budgeting (A/54/456). The General Assembly, in its resolution 55/231, stressed that external factors specific to the objectives and expected accomplishments should be identified in the proposed programme and that assessment of performance should reflect, and not be distorted by, the impact of unforeseen external factors. This has been taken into account in the proposed programme budget for 2002-2003. The recommendation of the Joint Inspection Unit has therefore been implemented.

159. ***Recommendation 6.*** **In view of their roles in the current programme budget process, the Committee for Programme and Coordination and the Advisory Committee on Administrative and Budgetary Questions should be invited to comment on their respective roles under results-based budgeting.**

160. This recommendation was not specifically addressed by the General Assembly. In paragraph 3 of its resolution 55/231, however, the Assembly reaffirmed the respective mandates of the Advisory Committee on Administrative and Budgetary Questions and the Committee for Programme and Coordination in the consideration of the proposed programme budget.

Notes

[1] E/2000/5.

[2] ST/SGB/2000/8.